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Strengthening the Office of the Special Adviser on Africa

Report of the Secretary-General

Summary

The present report sets out the vision of the Secretary-General for strengthening the Office of the Special Adviser on Africa. It examines the role of the Office in coordinating United Nations system-wide support and mobilizing international support for Africa's development, and peace and security. It demonstrates that the core mandate of the Office remains relevant and requires support to effectively address new challenges and opportunities that have emerged at the global and regional levels in the 10 years since the establishment of the Office in 2003. In particular, it highlights the rapid changes under way in Africa as well as the continent's bold regional transformative agenda, which is anchored in industrialization, good governance, and peace and security as essential components for creating a peaceful, integrated and prosperous continent. The report underlines the need to strengthen the Office to enable it to better support African countries. It also underscores the need to strengthen the Office in order to better support the implementation of the New Partnership for Africa's Development (NEPAD), the importance of which was reaffirmed in the outcome document of the special event to follow up efforts made towards achieving the Millennium Development Goals, convened by the President of the sixty-eighth session of the General Assembly. To that end, the report contains proposals for specific ways and means to strengthen the Office of the Special Adviser on Africa to enable it to implement its existing and expanded mandate more effectively.

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I. Role and functions of the Office of the Special Adviser on Africa

1. Following the final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s, the General Assembly, by its resolution 57/7, brought to a close the New Agenda and endorsed the New Partnership for Africa's Development (NEPAD) as the framework for the provision of international support to Africa's development. By its resolution 57/300, the General Assembly endorsed the creation of the Office of the Special Adviser on Africa and entrusted to it the role of coordinating reports and global advocacy in support of NEPAD. In May 2003, the Secretary-General formally established the Office in his bulletin ST/SGB/2003/6 and for the past 10 years, it has delivered on its mandate as discussed below.

Supporting the General Assembly and the Economic and Social Council in their deliberations on Africa

2. Over the past 10 years, the Office has provided substantive support to the debates on Africa in the General Assembly and has organized special thematic debates with the Presidents of the Assembly on critical issues of importance to Africa. It has also organized expert group meetings and panels in support of the deliberations of Member States on Africa.

3. In collaboration with the Economic and Social Council, the Office has organized special thematic events in the context of the Council's ministerial segment to focus the attention of the international community on challenges in the implementation of specific Millennium Development Goals in Africa.

4. The Office has provided vital substantive and logistical support to several United Nations global conferences, including the 2005 World Summit, the Follow-up International Conference on Financing for Development to Review the Implementation of the Monterrey Consensus and the Conference on the World Financial and Economic Crisis and Its Impact on Development.

5. The Office served as the secretariat for the organization of the high-level event of the General Assembly on Africa's development needs, which adopted the political declaration on Africa's development needs (resolution 63/1). It also played an active role in supporting African countries in their consultations and preparations for the United Nations Conference on Sustainable Development. The Office collaborated with the United Nations agencies and other regional development partners to establish a regional preparatory process in Africa, which supported the African Union Commission in the formulation of the African consensus statement to the Conference.

6. The Office also co-organized a high-level panel discussion on the margins of the Conference that provided a platform to discuss and identify opportunities, gaps and challenges for advancing a green economy transition in Africa.

Coordinating and guiding the preparation of Africa-related reports and inputs

7. In accordance with its mandate, the Office has coordinated and guided the preparation of three annual reports of the Secretary-General:

(a) New Partnership for Africa's Development: progress in implementation and international support;

(b) Causes of conflict and the promotion of durable peace and sustainable development in Africa;

(c) United Nations system support for NEPAD. The Office has used the Interdepartmental/Inter-agency Task Force on Africa, which it convenes on an ad hoc basis, to mobilize inputs and contributions from all United Nations agencies, funds and programmes with Africa-specific mandates as well as from Member States, African regional institutions, civil society and the private sector.

Coordinating the Interdepartmental/Inter-agency Task Force on Africa to ensure a coherent and integrated approach for United Nations support for Africa, including following up on the implementation of all global summit and conference outcomes related to Africa

8. The Office has also convened the Interdepartmental/Inter-agency Task Force on Africa to facilitate a coherent system-wide approach for United Nations support for Africa. The Task Force has played an important role in the preparation of major events organized by the Office. For example, it worked together with the Office to ensure coherent and coordinated preparation of the 2008 high-level meeting on Africa's development needs and several expert group meetings on a variety of topics straddling the nexus between development, and peace and security. The Office worked closely with the Economic Commission for Africa (ECA), the African Union Commission and the African Development Bank in the preparation for the United Nations Conference on Sustainable Development and ensured coherent support for the preparation of an African common position for the Conference as well as for the participation of African countries. A similar approach is also being pursued with regard to ongoing deliberations on the post-2015 development agenda and the sustainable development goals. Within these functions, the Office organizes annual events with the participation of the African Union, NEPAD and the African Peer Review Mechanism and in close collaboration with the private sector, non-governmental organizations, women's organizations, youth groups and the African diaspora.

Initiating reports on critical issues affecting Africa, in particular on the interrelated issues of peace and development

9. The Office has initiated and produced a number of groundbreaking and forward-looking reports on a variety of critical issues affecting Africa that straddle the nexus between development, and peace and security, including on topics such as the management of diversity in Africa, the findings and recommendations of which

fed into the eighth African Governance Forum in October 2012; a report on economic diversification; a report on microfinance in Africa; reports on Africa's relationship with the new and emerging development partnerships; *Africa's Decade of Change: Reflections on 10 Years of NEPAD*; and a report on natural resources, climate change and conflict: protecting Africa's natural resource base in support of durable peace and sustainable development. The Office has also produced fact sheets on thematic issues of relevance to Africa, including official development assistance (ODA), trade, foreign direct investment (FDI) and infrastructure development.

10. The findings of these reports were shared with Member States during the periodic briefings by the Office to Member States at Headquarters.

Coordinating global advocacy in support of the New Partnership for Africa's Development

11. The Office has been an important voice in advocating for Africa's development at the global level. Through its policy and analytical work and convening powers, it has worked to raise awareness of Africa's special development challenges and progress in implementing its commitments and has advocated for enhanced international support to complement national and regional efforts.

12. The Office has forged partnerships with private sector and civil society organizations, including African Diaspora, and leveraged their resources to advocate for Africa. Working with the group "Africa investor", the Office has sought to raise the continent's profile as an investment destination through the organization of the annual Africa investor Institutional Investment Summit in New York on the margins of the high-level segment of the General Assembly. It also participates in such important regional meetings as the African Union summit, the NEPAD Steering Committee meeting, the Africa Peer Review Forum, the joint African Union Commission/ECA Annual Conference of African Ministers of Finance, Planning and Economic Development and other important, global meetings, to promote African priorities, engage important stakeholders, and advocate and mobilize increased support for Africa's development.

13. In addition to the above, as a long-standing co-organizer of the Tokyo International Conference on African Development, the Office has played an active role in furthering Africa's development partnership with the Government of Japan. For the Fifth Tokyo International Conference on African Development, it undertook important advisory and advocacy functions to ensure that Africa's interests, as espoused by the African Union Commission, were fully reflected in the Conference outcome documents, the Yokohama Declaration 2013 and the Action Plan 2013-2017. For the Conference, it also organized a thematic session on the post-2015 development agenda, chaired by the Secretary-General.

II. Africa in the changing context: new and emerging trends, issues and priorities

14. New opportunities have emerged since the establishment of the Office 10 years ago, as have new challenges affecting Africa. Africa is undergoing a major

transformation marked by significant social, political and economic changes. In the light of these new opportunities and challenges at the global and regional levels, it is necessary to expand the functions of the Office, strengthen its activities and broaden its engagement in order to respond more effectively to the needs of African countries.

Progress and challenges in the implementation of the New Partnership for Africa's Development

15. NEPAD has provided a broad policy framework for African development and helped regional and national development efforts focus around key sectoral priorities necessary for economic and social development. It has spearheaded the development of strategic frameworks in such areas as agriculture and food security, infrastructure, governance and health. It has also catalysed efforts by African leaders towards economic and political reforms that have provided a strong foundation for progress.

16. When the Office was established, the African continent was lagging behind in many aspects. With the support of the Office and other United Nations organizations, funds and programmes, Africa is now undergoing an unprecedented transformation. The continent is brimming with optimism following its best economic decade since independence (2001-2011). It has managed to sustain high growth for a prolonged period with an annual average gross domestic product (GDP) growth of approximately 5.6 per cent. The continent has also benefited from strengthened democracy and governance as well as the institutionalization of a robust peace and security architecture. Africa has seen a significant reduction in the number of conflicts since the 1990s and early 2000s. While 55 per cent of the world's conflicts in 2002 took place in Africa, by 2011 the share had dropped to 24 per cent.[1] With respect to governance, multiparty elections have been institutionalized since the 1990s and represent a positive trend towards democratic consolidation.

17. More recently, with the approaching deadline of the implementation of the Millennium Development Goals, the implementation of the outcome document of the United Nations Conference on Sustainable Development and the beginning of the negotiations on shaping the post-2015 development agenda, the African Union has become more proactive and assertive in shepherding Africa's development agenda. In 2010, the Assembly of the Heads of State and Government of the African Union, the successor of the Organization of African Unity, integrated NEPAD into the structures of the African Union Commission and transformed the NEPAD secretariat into the NEPAD Planning and Coordination Agency (NEPAD Agency). The integration of the NEPAD Agency into the structures and processes of the African Union Commission has given renewed impetus to the implementation of NEPAD and, at the same time, expanded the scope of activities needed to support its implementation as it correlates to many activities of the African Union. Over the past decade, NEPAD has become the focal rallying point for international support

[1] Economic Commission for Africa and Organization for Economic Cooperation and Development, *The Mutual Review of Development Effectiveness in Africa: Promise and Performance*, 2012.

for Africa's development and the foundation for a new development partnership with the continent.

18. Despite this progress, Africa still faces a number of challenges. High economic growth rates have not translated into shared prosperity for all. Africa has not experienced meaningful employment creation, nor has it seen a substantial reduction in poverty, owing in part to the nature of its growth, which has largely been based on commodity extraction and the export of raw materials. Furthermore, income inequality has expanded to an alarming level, heightening tensions and increasing the risk of social conflict. Peace and security challenges also remain, including the urgent tasks of restoring peace and stability in countries in conflict, supporting post-conflict reconstruction and peacebuilding in countries emerging from conflict and supporting countries in the arduous process of transitioning to democracy. In addition, the implementation of NEPAD programmes has been slow owing to capacity constraints, particularly in conflict-affected areas.

19. The medium-term strategic framework of the African Union, adopted in May 2013 at the special session of the African Union Summit to commemorate the fiftieth anniversary of the founding of the Organization of African Unity/African Union, recognizes the importance of seizing opportunities, including using high economic growth as a platform to promote structural transformation and entrench a culture of peace. Similarly, the NEPAD strategic framework for the period 2014-2017 emphasizes a new strategic focus on promoting Africa's transformative agenda through the effective implementation of its flagship projects, including the Programme for Infrastructure Development in Africa, the Comprehensive Africa Agriculture Development Programme and the African Peer Review Mechanism, and emphasizes industrialization as an engine for growth, with particular emphasis on women's empowerment and youth employment to expand the social dimension of development.

20. In addition, and as part of the fiftieth anniversary of the Organization of African Unity/African Union, African leaders reaffirmed their commitment to the vision for an integrated, prosperous and peaceful Africa, driven and managed by its citizens and representing a dynamic force in the global arena, and committed to developing a long-term continent-wide agenda for the next 50 years to build a prosperous and united Africa.

21. In addition to the support from traditional development partners, in recent years, African countries have forged partnerships with a wide range of countries, particularly countries of the South. Attracted largely by the continent's abundance of natural resources as well as its burgeoning middle class and rapid urbanization, these countries have broadened their engagement with Africa. Given their rising economic weight and share in global output, production and trade, the countries of the South are becoming important sources of ODA, trade and FDI for Africa. The African Union has sought to leverage such partnerships to support Africa's transformative agenda and in particular its industrialization, to create decent jobs for Africa's growing youth population.

22. Africa is now at an important turning point in its development trajectory. In view of the continent's potential for economic growth, institutional enhancements, the slate of new and emerging development partners and the current focus on a transformative agenda, the United Nations must widen the scope of its support for Africa and increase its support to these evolving dynamic circumstances. It must

also strengthen its support for the continent as it addresses the significant challenges and opportunities in development, and peace and security that lie ahead, including tackling intra-State conflicts and the growing scourge of terrorism; the challenge of achieving the Millennium Development Goals; and helping to define the post-2015 development agenda and sustainable development goals and subsequently ensuring their successful implementation on the continent.

23. In view of these significant changes, emerging challenges and priorities, there is an urgent and timely need to strengthen the Office, which is uniquely positioned as the only office in the Secretariat solely dedicated to support Africa in order to increase its activities and align it with the evolving needs of the African countries, the African Union and the NEPAD Agency. The tenth anniversary of the establishment of the Office, which coincides with the fiftieth anniversary of the founding of the Organization of African Unity/African Union, presents a timely opportunity to review and expand the scope of the Office's work and strengthen it accordingly.

Implementation of the Millennium Development Goals

24. The Millennium Development Goals have provided a powerful framework for tackling poverty and have galvanized national, regional and global efforts towards promoting human development. African countries have shown considerable commitment in the pursuit of the Goals and have pursued bold and innovative strategies in order to scale up progress towards their achievement. As a result, Africa has made commendable progress towards several of the targets, including in primary school enrolment, gender equality, and tackling the incidence of malaria and the HIV/AIDS pandemic. Despite such gains, challenges remain. Poverty rates on the continent remain unacceptably high and the goal of food security eludes many African countries, particularly in sub-Saharan Africa. These challenges are exacerbated by persistent inequality as well as high rates of unemployment, in particular among the continent's burgeoning youth population. Africa continues to suffer from high rates of child and maternal mortality. In addition, while the incidence of conflict in Africa has declined, recurring conflicts in some countries of the region constitute a daunting challenge to achieving the Goals.

25. Completing work on the Goals will be important for securing the well-being, dignity and rights of millions of Africans trapped in poverty today and of future generations. Unfortunately, if progress continues at its current pace, Africa is unlikely to achieve the Goals by 2015. As such, we must accelerate efforts in that regard and strive to make as much progress as possible in the remaining period. Bolder actions are needed, both by African countries and the continent's development partners, to overcome challenges and fast-track progress over the next two years. A vital aspect of this push will be for Africa's development partners to meet their commitments to the continent, particularly those relating to aid, trade, aid for trade, external debt and financing. This will require the Office to redouble its efforts in pushing for the implementation of the Goals in the remaining two years.

26. Africa remains an important priority for the United Nations. The Secretary-General will continue to ensure that the Organization further streamlines and enhances its support for the achievement of the Goals in Africa.

27. In the outcome document of the special event to follow up efforts made towards achieving the Millennium Development Goals, convened by the President of the sixty-eighth session of the General Assembly, Member States pledged to strengthen international support for NEPAD. To that end, it is necessary to strengthen the Office so that it can better coordinate United Nations system-wide support for NEPAD, which will be crucial to the acceleration of the achievement of the Goals across the continent. In addition, the Office has an important role to play in monitoring and following up on the implementation of all global summit and conference outcomes related to Africa, including the implementation of the 2005 World Summit Outcome (General Assembly resolution 60/1), the 2008 Doha Declaration on Financing for Development (resolution 63/239, annex), the 2008 Political declaration on Africa's development needs (resolution 63/1), the Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development (resolution 63/303, annex) and the outcome of the United Nations Conference on Sustainable Development (resolution 66/288, annex). Furthermore, the Office will support those African countries that launched their Millennium Development Goals priority action plans in order to accelerate progress towards the achievement of the Goals, following the introduction of the Millennium Development Goals Africa implementation framework by the Millennium Development Goals Africa Steering Group, of which the Office is a member. In the context of its monitoring role, strengthening the Office will be important for monitoring progress in the implementation of the plans and supporting African countries in mobilizing international support for their efforts.

Sustainable development and the post-2015 development agenda

28. In line with its mandate to follow up on the implementation of all global summit and conference outcomes related to Africa, including the implementation of the outcome of the United Nations Conference on Sustainable Development, the Office will continue to support African countries in the intergovernmental negotiations on the post-2015 development agenda and the sustainable development goals. In the outcome document of the Conference, entitled "The Future We Want", Member States underscored the key priority for the international community of supporting Africa's sustainable development efforts. The report of the High-level Panel of Eminent Persons on the Post-2015 Development Agenda, entitled *A New Global Partnership: Eradicate Poverty and Transform Economies through Sustainable Development* (2013), provides bold and practical recommendations that will be useful in addressing the global challenges of our time, in particular the number of challenges facing Africa. The report sets out a universal agenda to end extreme poverty in all its dimensions, with sustainable development at its core, encompassing economic and social development as well as environmental sustainability. Since the working groups on the sustainable development goals, means of implementation and transfer of technology started their negotiations, the Office has assumed additional responsibilities in support of the African Group in New York in the formulation of a common African position.

29. The formulation of the post-2015 development agenda provides an opportunity to consolidate the gains of the Millennium Development Goals agenda while also addressing new and emerging challenges that threaten to reverse hard-won gains in human security and development. The agenda will be particularly important for

Africa, which faces significant obstacles in all three pillars of sustainable development. In that context, it is important that Africa's needs and priorities be fully reflected in the formulation of the post-2015 development agenda. As part of its mandate to support major United Nations conferences, the Office will assist African efforts to translate the components of the report of the Secretary-General entitled "A life of dignity for all: accelerating progress towards the Millennium Development Goals and advancing the United Nations development agenda beyond 2015" (A/68/202) and will complement the efforts of the African Union to ensure an agreement on the post-2015 development framework.

30. The United Nations has been working with the African Union Commission and the African Development Bank to conduct a series of national, regional and continental consultations in Africa on the post-2015 development agenda. In the wake of those consultations, the African Union established a high-level committee of African Heads of State and Government to prepare an African common position on the post-2015 development agenda. Once finalized, this common position will provide an important input into ongoing deliberations on the agenda, particularly as intergovernmental negotiations gain momentum. The Office and ECA are supporting these efforts to ensure early agreement.

31. The outcomes from the consultations thus far have emphasized that the post-2015 development agenda should address inclusive economic growth and structural transformation as the key elements of sustainable development. Other priorities emerging from the consultations are social inclusion, equity and the importance of industrialization in creating decent employment, particularly for the continent's growing youth population. Peace and security, human rights and good governance, including anti-corruption measures, have also been highlighted as crucial development enablers for Africa that should be given priority in the post-2015 development agenda.

32. As the Office continues its efforts to support the preparations of African countries for the post-2015 development agenda and the sustainable development goals with regard to their formulation as well as planning for their future implementation, it maintains close relations with the African Union and ECA to establish a synergy between regional and global consultations on the post-2015 development agenda. In addition, the thematic session on the post-2015 development agenda at the Fifth Tokyo International Conference on African Development, held in June 2013 in Yokohama, Japan and organized by the Office, generated valuable recommendations for our work on this subject. The Office should be strengthened to ensure that global consultations are informed by the outcomes of regional consultations and to effectively promote the reflection of Africa's priorities in the final agenda. Furthermore, once the post-2015 development agenda and the sustainable development goals are finalized, a strengthened Office will be a key for coordinating, through the Interdepartmental/Inter-agency Task Force on Africa, the enhanced United Nations system-wide support needed for their full and successful implementation in Africa.

Addressing the challenge of climate change

33. The United Nations Conference on Sustainable Development recognized climate change as one of the major challenges facing the world. At the eighteenth

session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, Member States agreed on a firm timetable to adopt a successor climate agreement to the Kyoto Protocol by 2015. The Secretary-General also plans to convene a summit meeting in 2014 to mobilize political support for the universal climate agreement on time.

34. Africa continues to bear the brunt of the adverse effects of climate change, as evidenced by severe weather events on the continent, including droughts, desertification and floods. These effects have imperilled the livelihoods of millions of Africans through worsening food security, conflicts over scarce resources and the absence of measures to mitigate and adapt to the consequences of climate change. The recent report by the Intergovernmental Panel on Climate Change, entitled "Climate Change 2013: the Physical Scientific Basis", highlights the severe impacts of climate change and provides clear scientific evidence of its link to human activity. Given its significant implications for the world, climate change is among the top priorities of the Secretary-General and an imperative of the current Five-Year Action Agenda. The United Nations and the rest of the international community urgently need to support Africa to effectively deal with the effects of climate change, including through financing, technology transfer and capacity development. A strengthened Office will be a key component for galvanizing support in that regard, monitoring relevant commitments and supporting key intergovernmental and inter-agency processes relating to climate change in Africa in a manner that would facilitate an agreement in due course.

Reinforcing the nexus between development, and peace and security

35. Peace and security are highlighted in the Constitutive Act of the African Union and are key NEPAD priorities for achieving sustainable development. The continent has made steady progress towards peace and security by intensifying continental and regional cooperation under the African Peace and Security Architecture, the institutionalized mechanism for conflict prevention, management and resolution. African Governments have also adopted a number of common positions, including on the proliferation, circulation and trafficking of small arms and light weapons and on the prevention and combating of terrorism and transnational organized crime. The African Union has also strengthened its cooperation with the United Nations in areas ranging from peacekeeping and electoral assistance to post-conflict reconstruction and development.

36. As emphasized in the report of the High-level Panel of Eminent Persons on the Post-2015 Development Agenda, freedom from fear, conflict and violence are the most fundamental human right and the essential foundation for building peaceful and prosperous societies. The inextricable link between development, and peace and security has been recognized by the international community as the world comes to understand that there can be no peace without development and no development without peace. Empirical evidence has shown that insecurity and violence often have their roots in poverty, injustice and inequalities. Therefore, establishing lasting conditions for peace is essential for sustainable development.

37. Much remains to be done to consolidate peace, security and stability as bases for development. Multiple factors have coalesced and have triggered instabilities in

several countries, including the Central African Republic, the Democratic Republic of the Congo, Guinea-Bissau, Mali and Somalia, to mention just a few. Recent conflict triggers on the continent include the spillover effect from the Arab Spring in North Africa, which has contributed to instability in the Sahel; the growing threats posed by terrorism; and the incidences of governance-related conflicts and violence arising from elections. The multifaceted nature of these conflicts and their significant impact on socioeconomic development underscores the importance of pursuing a holistic approach that recognizes the interlinkages between development, and peace and security in Africa.

38. Such a holistic approach must, of necessity, recognize that African countries are at different stages of peace consolidation and development and therefore have varying needs that require tailored and targeted international support. In that respect, the focus should not be only on countries in conflict and post-conflict countries, but also on relatively stable countries and those that are transitioning to democracy. Supporting such countries on a range of issues, including stabilization; reconciliation; transitional justice; early recovery and developing capacities for resilience; disarmament, demobilization and reintegration; security sector reform; and strengthening institutions and governance will be crucial to achieving durable peace and sustainable development on the continent.

39. Measures to promote peace and security, including ensuring respect for human rights, good political and economic governance, transparency and accountability, as well as institutional capacity development, are vital for sustaining development outcomes. The African Peer Review Mechanism has been an important instrument for addressing deficits in these areas and advancing good governance and socioeconomic development in Africa. It has helped to strengthen domestic accountability mechanisms and processes using a participatory approach that is inclusive of civil society and the private sector.

40. The African Union Commission's medium-term strategic framework for the period 2014-2017 underscores the importance of ensuring that efforts towards peace and security go hand in hand with efforts towards development. To demonstrate the importance of addressing both, the President of the World Bank and the Secretary-General undertook a joint mission to several African countries in May 2013, including the Democratic Republic of the Congo, Rwanda and Uganda, where a number of projects were unveiled reinforcing the peace-security-development nexus. During the mission, the World Bank pledged $1 billion in support of infrastructure in the region, including roads, energy and agriculture. Another joint mission will be conducted to the Sahel region, where the Secretary-General will be joined by the Chairperson of the African Union Commission and the President of the African Development Bank, as part of a joint effort to overcome security problems through economic opportunity.

41. Given its unique mandate of promoting the nexus between development, and peace and security, the Office has a singular and important role to play in reinforcing the interlinkages among the three areas in both its advocacy and policy work. Its distinctive mandate enables it to highlight critical issues facing African countries emerging from conflicts as well as other vulnerable and fragile States on the continent. In the light of the growing complexity and intertwined nature of peace, security, development and human rights issues, the United Nations Interdepartmental/Inter-agency Task Force on Africa, convened by the Office,

assumes greater importance in terms of ensuring coherent and coordinated United Nations support to Africa as mandated by Member States. Strengthening the Office will enable it to promote greater understanding and awareness of the nexus between development, and peace and security in Africa and enhance international support to the continent, concurrently addressing these challenges.

III. Strengthening the Office of the Special Adviser on Africa

42. In the light of the changing global and African context, it is timely to strengthen the Office to enable it to respond effectively to the evolving challenges, concerns and priorities of African countries. The General Assembly recognized the need for a strengthened approach to support Africa and adopted its resolution 66/293 on the establishment of a United Nations monitoring mechanism to review commitments made towards Africa's development needs, with the mandate for the implementation of the monitoring mechanism vested in the Office. With the growing scope of mandated activities for the Office, there is a need to strengthen it so that it can effectively implement them. The present report proposes a concrete plan to strengthen the Office in the following areas of work: policy analysis, monitoring and research; intergovernmental support; advocacy; and inter-agency coordination.

Policy analysis, monitoring and research

43. The mandate of the Office includes initiating reports on pertinent issues affecting Africa, especially on the interrelated issues of peace, security and development. This requires the Office to continuously identify and monitor new and emerging issues and trends as well as produce analytical reports in support of its advisory function. In the context of Africa's development, the continent is facing a multitude of new and emerging challenges, including inequality, social exclusion, youth unemployment, climate change and other concerns relating to environmental sustainability, and violence against women, particularly sexual violence, all of which threaten peace and security. Given the widening scope of challenges that Africa is facing, the capacity of the Office should be strengthened.

44. With respect to African development partnerships, the Office is committed to working with other co-organizers to engage the process of the Tokyo International Conference on African Development and to ensure that, over the next five years, the implementation of the complex and comprehensive outcome documents arising from the Fifth Tokyo International Conference is aligned with the priorities of the African Union and African countries.

45. In addition, in view of the scarcity of resources at the international level, the Office has undertaken groundbreaking research and analysis on the contours of Africa's new and emerging partnerships, with a view to proposing strategic approaches for Africa. This work has been highly appreciated by Member States and has strengthened African policymakers' understanding of the nature of such partnerships and how they can be leveraged for African development. Strengthening the capacity of African countries to optimize the benefits of these partnerships and achieve mutually beneficial outcomes will require increased support from the United Nations, particularly through the Office's analytical work and position as a

key voice and input for Africa's dialogue with its new and emerging development partners.

46. Given the enormity of these tasks, strengthening the Office's involvement in and support to the process of the Tokyo International Conference on African Development and similar African development partnership processes is vital for ensuring support for Africa and NEPAD and for providing important baseline information for the United Nations monitoring mechanism.

47. Furthermore, following the 2008 high-level meeting on Africa's development needs, the decision of the General Assembly to establish the United Nations monitoring mechanism has significantly expanded the monitoring function of the Office. In response to this mandate, and as a result of the comprehensive report of the Secretary-General submitted to the General Assembly, the Office is expected to establish a monitoring mechanism and consult extensively with a wide spectrum of stakeholders, including recipient countries, traditional and emerging development partners, the private sector, academia, the media, private foundations and civil society organizations, as well as with the United Nations system organizations, departments, funds and programmes, in order to mobilize their contributions to the biennial review process.

48. As the secretariat for the United Nations monitoring mechanism, the Office will monitor all commitments made towards Africa's development, including those relating to peace and security, gender equality and women's empowerment. At major conferences in 2012 and 2013, donors pledged resources to support peace and security and post-conflict reconstruction and development for several countries, including the Democratic Republic of the Congo, Mali, Somalia and the Darfur region of the Sudan. Similarly, at the fifty-seventh session of the Commission on the Status of Women, held in March 2013, Member States committed to eliminate and prevent all forms of violence against women and girls by promoting their full participation in all peace and development processes.

49. The resource-, time- and labour-intensive nature of this undertaking requires that the Office strengthen its existing complement of staff by establishing new posts and non-post resources commensurate with the overarching expansion of its combined mandates.

More effective intergovernmental support

50. The outcome document of the United Nations Conference on Sustainable Development underscored the special and significant challenges in achieving sustainable development in Africa. In the light of this reality, it is vital that the post-2015 development agenda reflect Africa's development priorities and, in particular, its development concerns. As the only office in the Secretariat solely dedicated to Africa, the Office is uniquely positioned to act as an interface of African concerns and priorities in interdepartmental and inter-agency processes established to support negotiations on, inter alia, the post-2015 development agenda, the sustainable development goals and the Intergovernmental Committee of Experts on Sustainable Development Financing.

51. The Office also acts as a voice for Africa on the inter-agency task forces and working groups on security sector reform; children and armed conflict; small arms;

and disarmament, demobilization and reintegration, all of which are relevant to the post-2015 efforts towards peace and security.

52. As the intergovernmental negotiations on the post-2015 development agenda begin in earnest and the Open Working Group on the Sustainable Development Goals advances in its work, there will be an increasing demand on the Office to support African countries' proactive and meaningful participation in and contribution to the process. These demands will be difficult to meet given the small size of the Office and its limited human and financial resources. The Office needs to strengthen its capacity in order to provide timely and effective support to African countries in their negotiations, including through the preparation of policy briefs on pertinent issues under deliberation as well as in the preparation of background materials to inform their negotiating positions. As such, the Office requires increased resources, including senior-level professional staff, to provide analytical, substantive and timely support to African countries in respect of the post-2015 development agenda and the sustainable development goal processes.

53. In addition, increased resources would enable the Office to strengthen its participation in the internal structures of the Secretariat that support the post-2015 development agenda, such as the United Nations System Task Team on the Post-2015 Development Agenda and the technical support team for the Open Working Group on the Sustainable Development Goals. This will also be important for ensuring that the post-2015 development agenda and the sustainable development goals take the priorities and concerns of Africa into consideration.

Sharpening advocacy in support of Africa

54. Despite Africa's tremendous strides in economic growth and its improving social and political landscape, the negative perception of the continent has been hard to overcome, undermining efforts to mobilize increased investment into Africa. The Office's advocacy function can and should be a powerful tool in supporting the African Union's efforts to rebrand Africa globally. Furthermore, as chair of the advocacy and communications cluster within the Regional Coordination Mechanism for Africa, the Office is particularly well-positioned to coordinate with other cluster members to develop a comprehensive advocacy and communications strategy for the continent that would enhance the effect of the Ten-Year Capacity-Building Programme, which constitutes the backbone of the United Nations system's support to the African Union.

55. An increased advocacy cluster within the Regional Coordination Mechanism for Africa and the formulation and implementation of an effective advocacy and communications strategy for the continent will require additional professional staff in the Office with strong communications expertise.

56. In addition, the Office has a critical role to play in helping to galvanize wide-ranging and innovative partnerships for Africa's development, including the private sector, civil society, academia and the African diaspora. The Office has already forged a successful partnership with Africa investor, an organization comprising a large coalition of African and non-African businesses, to raise awareness of the investment opportunities in Africa and to change investors' perceptions of the continent by organizing high-level investment dialogues between African leaders and major private corporations. The Office will provide support for the high-level

thematic debate on the promotion of investment in Africa and its catalytic role in achieving Africa's development objectives called for by the General Assembly in its resolution 67/294 and will support the implementation of its outcomes. In addition, it recognizes the important role that the African diaspora plays in advocating for Africa and mobilizing support for its development, including through capital and knowledge transfer and influencing the policies of their Government regarding Africa. A key component of the Office's advocacy strategy is therefore to forge stronger links with African diaspora organizations in developed countries as a means of mobilizing stronger and more coordinated development support for Africa.

57. In addition to establishing links with the private sector and the African diaspora, the Office will forge broader links with African civil society, academia and other stakeholders, in particular in order to facilitate their participation in the formulation of African priorities regarding ongoing processes relating to peace and security, the post-2015 development agenda and the sustainable development goals. Consultations and input from civil society and academia have already proved to be a strong influence on these processes, and their importance was recognized by Member States in the preparatory processes of the United Nations Conference on Sustainable Development, as well as in its outcome document, which called for the Open Working Group on the Sustainable Development Goals to ensure full consultation with such groups. Strengthening the Office would further promote and facilitate the full involvement of relevant African stakeholders and expertise from Africa's civil society and academic and scientific communities in order to ensure that their unique perspectives and experiences shape the final outcomes of these processes. These links would be further maintained in support of Africa's implementation of the post-2015 development agenda and sustainable development goals.

58. Forging these wide-ranging partnerships will require much broader outreach capacity than the Office currently has. Strengthening the Office with additional resources would enable it to expand upon its existing work in that regard and help the African Union, the NEPAD Agency, the African Peer Review Mechanism secretariat and the regional economic communities to mobilize investment for their development, and peace and security initiatives.

59. Furthermore, in the light of the growing cooperation between the United Nations and the African Union in the area of peacekeeping operations, in 2012, the Office launched an advocacy platform to support African peacekeeping research and training capacities in collaboration with the Integrated Training Service of the Department of Peacekeeping Operations and the Department of Field Support. For instance, in November 2012, the Office and the Integrated Training Service organized a high-level briefing for the Kofi Annan International Peacekeeping Training Centre in Ghana to support resource mobilization and partnership-building for the activities of the Training Centre. The recent situations in Mali and the Central African Republic have highlighted the need to further strengthen support for African peacekeeping operations with respect in particular to ensuring predictable and sustainable financing for African peacekeeping training centres, African Union-led peace support operations and the African Standby Force. With additional resources, the Office will be able to intensify its advocacy work with the Departments of Peacekeeping Operations and Field Support, as well as with African peacekeeping training centres to assist the African Union in its quest to fully operationalize its African Standby Force capabilities by 2015.

Enhancing inter-agency coordination

60. One of the key mandates of the Office is to coordinate United Nations system-wide support for NEPAD, which it has done through convening the Interdepartmental/Inter-agency Task Force on Africa. This mechanism has proved to be highly effective for purposes of preparing reports, but otherwise it has been possible to utilize it only on an ad hoc basis.

61. In the light of the growing complexity and intertwined nature of peace, security, development and human rights issues, there is a need to strengthen the Interdepartmental/Inter-agency Task Force on Africa to enable it to bring greater coherence and coordination in United Nations support to Africa as mandated by Member States. The General Assembly, in paragraph 27 of its resolution 66/287, requested the Secretary-General to submit recommendations at its sixty-seventh session on possible ways to strengthen the Task Force in order to ensure further coherence and an integrated approach for United Nations support for Africa, including in following up the implementation of all global summit and conference outcomes related to Africa. In that regard, it is proposed to further strengthen the Task Force by institutionalizing and revitalizing it as a sub-unit within the Office.

62. Furthermore, the establishment of the United Nations monitoring mechanism and the need to mobilize inputs for its biennial review from the United Nations system specialized agencies, funds and programmes, as stipulated by the General Assembly in its resolution 66/293, will increase the demands on the Task Force to effectively mobilize and coordinate United Nations system-wide inputs, data and background information for the monitoring mechanism.

63. In the light of the above, it is considered important to institutionalize and revitalize the Task Force with additional resources to enhance its capacity. Moreover, a strengthened Task Force will also ensure greater coherence and a more integrated approach for United Nations support to Africa in implementing the post-2015 development agenda and the sustainable development goals.

64. The Office also needs additional resources to coordinate United Nations support for the implementation of the Ten-Year Capacity-Building Programme for the African Union and its subregional programmes. This coordination requires regular interaction and engagement with the African Union, the NEPAD Agency and other United Nations agencies. It also requires more robust coordination with the regional economic communities to enhance synergies with the United Nations system. The Office organizes an annual briefing for the regional economic communities to share their work with each other and with the international community, including the United Nations system. This regional economic communities platform can be leveraged and enhanced to support the implementation of the Ten-Year Capacity-Building Programme.

IV. Resource requirements

65. The strengthening of the Office would require a total of 10 new posts (2 P-5, 3 P-4, 3 P-3, 1 P-2, 1 General Service (Principal level)), namely two Senior Programme Officers (P-5), two Programme Officers (P-4), one Communications Officer (P-4), two Programme Officers (P-3), one Economic Affairs Officer (P-3), one Associate Economic Affairs Officer (P-2) and one Senior Staff Assistant

(General Service (Principal level)), under subprogramme 1, Coordination of global advocacy of and support for the New Partnership for Africa's Development, of section 11, United Nations support for the New Partnership for Africa's Development, to augment the Policy Analysis and Monitoring Unit and the immediate office of the Special Adviser on Africa. The proposed new posts would reinforce the capacity of the Office to provide dedicated support to African countries in the intergovernmental negotiations for the post-2015 development agenda and the sustainable development goals and to support the implementation of the United Nations monitoring mechanism and the strengthening of the Office's inter-agency coordination function and advocacy and communications activities. The costs of establishing the 10 new posts would amount to $4,127,100 for the biennium 2014-2015. The functions of the proposed 10 posts are enumerated in annex II to the present report.

66. In addition to the post resources, the Office would require resources to implement activities relating to the United Nations monitoring mechanism mandated by the General Assembly in its resolution 66/293. Five consultative meetings will be organized with a wide spectrum of stakeholders, including recipient countries, traditional and emerging development partners, the private sector, academia, the media, private foundations and civil society organizations as well as with the United Nations system organizations, departments, funds and programmes. The purposes of the consultative meetings are, inter alia, to mobilize inputs from various stakeholders to the United Nations monitoring mechanism; collect quantitative and qualitative data for the report of the Secretary-General on the review of implementation of commitments made towards Africa's development; and review the existing monitoring mechanisms and assess their strengths and weaknesses. The additional requirements would amount to $338,000 for the biennium 2014-2015, as shown in annex III.

67. The Office would require resources for travel to reinforce its capacity in advocacy and communications outreach through the participation of the Special Adviser and staff members in critical regional and global meetings to engage with African countries as well as key interlocutors involved in African development to raise awareness of Africa and to mobilize support for Africa's development. These meetings include the World Trade Organization Ministerial Conferences, African Development Bank annual meetings, World Bank Group/International Monetary Fund annual meetings and the meetings of the Trade and Development Board of the United Nations Conference on Trade and Development. The engagements of the Office are expected to lead to increased understanding by Member States of African development challenges and opportunities, increased and better targeted support to Africa, and strengthened advocacy in support of the African Union and its NEPAD programmes and projects. Such engagements will also allow the Office to apprise Member States of current and emerging issues for Africa and their priorities. The resource requirements under travel of staff amount to $293,600 for the biennium 2014-2015, as shown in annex IV.

68. In conclusion, the total costs would amount to $4,758,700 (net of staff assessment), broken down as follows: $4,036,100 under subprogramme 1, Coordination of global advocacy of and support for the New Partnership for Africa's Development, of section 11, United Nations Support for the New Partnership for Africa's Development; and $722,600 under section 29D, the Office of Central Support Services, the details of which are reflected in the table below.

Summary of estimated resource requirements by budget section and object of expenditure for the biennium 2014-2015

(United States dollars)

Budget section and object of expenditure	*Additional requirements for 2014-2015*		
	Recurrent	*Non-recurrent*	*Total*
Section 11			
Posts	3 324 900	–	3 324 900
Experts	338 000	–	338 000
Travel of staff	293 600	–	293 600
Contractual services	42 000	6 000	48 000
General operating expenses	7 200	3 000	10 200
Supplies and materials	10 000	–	10 000
Furniture and equipment	–	11 400	11 400
Subtotal	**4 015 700**	**20 400**	**4 036 100**
Section 29D			
General operating expenses	318 000	303 600	621 600
Furniture and equipment	–	101 000	101 000
Subtotal	**318 000**	**404 600**	**722 600**
Total	**4 333 700**	**425 000**	**4 758 700**

V. Actions to be taken by the General Assembly

69. **The General Assembly is requested to:**

(a) **Approve the establishment of 10 new posts comprising 2 P-5 posts, 3 P-4 posts, 3 P-3 posts, 1 P-2 post and 1 General Service (Principal level) post;**

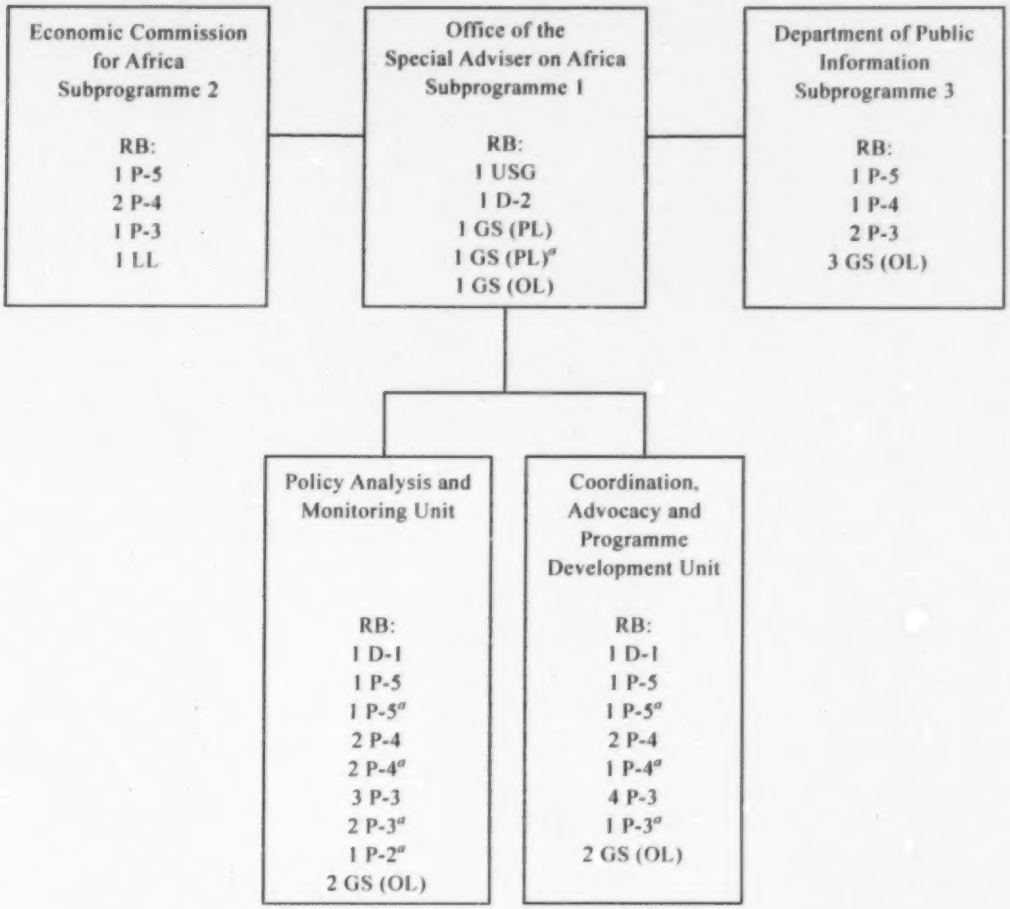
(b) **Approve additional appropriations in the total amount of $4,036,100 for the biennium 2014-2015 under subprogramme 1, Coordination of global advocacy of and support for the New Partnership for Africa's Development, section 11, United Nations support for the New Partnership for Africa's Development, comprising $4,015,700 in respect of recurrent activities and $20,400 in respect of non-recurrent activities, representing a charge against the contingency fund;**

(c) **Approve additional appropriations in the total amount of $722,600 for the biennium 2014-2015 under section 29D, Office of Central Support Services, comprising $318,000 in respect of recurrent activities and $404,600 in respect of non-recurrent activities, representing a charge against the contingency fund;**

(d) **Approve additional appropriations of $375,100 for the biennium 2014-2015 under section 36, Staff assessment, to be offset by a corresponding amount under income section 1, Income from staff assessment.**

Annex I

Proposed organizational structure and staffing distribution for the biennium 2014-2015



Abbreviations: GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; RB, regular budget; USG, Under-Secretary-General.

[a] New post(s).

Annex II

Functions of the new posts to be established under subprogramme 1, Coordination of global advocacy of and support for the New Partnership for Africa's Development for the biennium 2014-2015

Senior Programme Officer (P-5)

1. The Senior Programme Officer (P-5) would undertake the review of the more than 50 monitoring mechanisms currently in place, identifying their scope, priorities, methodology, coverage, strengths and weaknesses as well as their potential complementarities with the United Nations monitoring mechanism; propose the structure and method of work of the monitoring mechanism based on that review; lead consultations with Member States, civil society organizations, private foundations, academia and the media; coordinate the preparation of background reports for stakeholder consultation meetings; coordinate, under the supervision of the Director and the Chief of the Policy Analysis and Monitoring Unit, the preparation of the reports of the Secretary-General, including on the review of the implementation of commitments made towards Africa's development.

Senior Programme Officer (P-5)

2. The Senior Programme Officer (P-5) would, under the direct supervision of the Director and the Chief of the Coordination, Advocacy and Programme Development Unit, coordinate the work of the Interdepartmental/Inter-agency Task Force on Africa; convene meetings of the Task Force; review multilateral commitments towards Africa, including all existing bilateral and multilateral frameworks between Africa and various development partners as well as commitments made by private foundations, non-governmental organizations, philanthropic organizations and others; undertake consultations with Member States, civil society organizations, private foundations, academia and the media in emerging donor countries; ensure coherent and coordinated follow-up on the implementation of global summit and conference outcomes; coordinate and mobilize inputs from the United Nations system organizations, departments, funds and programmes; coordinate the United Nations support to the implementation of the Ten-Year Capacity-Building Programme for the African Union; contribute inputs into background reports for meetings as well as the reports of the Secretary-General, including on the review of the implementation of commitments made towards Africa's development.

Programme Officer (P-4)

3. The Programme Officer (P-4) would undertake the review of commitments by African countries; assess progress made by African countries in implementing their commitments in various areas, including economic reforms, institutional and political reforms and democratic governance, and human rights, as well as commitments in different sectors, including agriculture, food security, education, and so forth; undertake consultations with Member States, continental organizations such as the African Union Commission, the African Development Bank, the NEPAD Agency and regional economic communities as well as with civil society organizations, private foundations, academia and the media in African countries;

initiate consultation with the African Union; assist with the organization of expert group meetings to consult with stakeholders; contribute inputs into background reports for meetings and the reports of the Secretary-General, including on the review of the implementation of commitments made towards Africa's development.

Programme Officer (P-4)

4. The Programme Officer (P-4) would monitor and examine the growing role of new and emerging development partners in Africa, including Brazil, China, the Gulf States, India, the Republic of Korea, Turkey and others; examine existing strategic frameworks underpinning the engagement of these actors with Africa; monitor and track the implementation of commitments made by these partners towards Africa's development and examine the contours of their engagement with African countries, including in areas such as international trade, aid for trade, external debt, official development assistance, and foreign direct investment; contribute inputs into background reports for meetings and the reports of the Secretary-General, including on the review of the implementation of commitments made towards Africa's development.

Communications Officer (P-4)

5. The Communications Officer (P-4) would lead the communications and advocacy work; develop, direct and deliver a communications and advocacy strategy of the Office of the Special Adviser on Africa with measurable outcomes and ensure effective monitoring, evaluation and reporting; prepare communications and advocacy reports and online and print newsletters; support the Office in coordinating its role as the convener of the advocacy and communications cluster within the Regional Coordination Mechanism for Africa; liaise with the Economic Commission for Africa, the African Union Commission, the Planning and Coordination Agency of the New Partnership for Africa's Development (NEPAD) (the NEPAD Agency) and other partners to develop advocacy messages and disseminate them; develop, in collaboration with the Economic Commission for Africa, the African Union Commission, the NEPAD Agency, the Department of Public Information and others, a communication platform to raise awareness of Africa's development issues; develop evidence-based advocacy messages and/or materials such as presentations, policy briefs and so forth, in consultation with the Director of the Office and the Chief of the Policy Analysis and Monitoring Unit; maintain the website, develop content materials to be posted and update the website; and develop and maintain contact with non-governmental organizations and diaspora organizations working on African development, and peace and security issues.

Programme Officer (P-3)

6. The Programme Officer (P-3) would provide support in conducting consultations with Member States, including African countries, development partners, new emerging development partners, non-governmental organizations, the private sector, philanthropic organizations and private foundations, as well as the United Nations system organizations, departments, funds and agencies, including the Bretton Woods institutions, and other multilateral organizations such as the Organization for Economic Cooperation and Development and the African Development Bank; provide support in mobilizing the United Nations system-wide support for the United Nations monitoring mechanism; support the coordination of

the United Nations support to the implementation of the Ten-Year Capacity-Building Programme for the African Union; and contribute inputs to the reports for the consultation meetings.

Programme Officer (P-3)

7. The Programme Officer (P-3) would provide support in convening the meetings of the Interdepartmental/Inter-agency Task Force on Africa; ensure coherent and coordinated follow-up on the implementation of global summit and conference outcomes related to Africa, especially the implementation of the outcomes of the United Nations Conference on Sustainable Development; provide logistical and substantive support, as well as backstopping support, for the work of the Interdepartmental/Inter-agency Task Force on Africa; liaise with and maintain regular contact with the members of the Task Force to keep them abreast of the work of the Task Force; support the coordination of the United Nations support to the implementation of the Ten-Year Capacity-Building Programme for the African Union; and contribute inputs to the reports for the consultation meetings.

Economic Affairs Officer (P-3)

8. The Economic Affairs Officer (P-3) would assist in the implementation of the communications and advocacy strategy and effective monitoring, evaluation and reporting; prepare policy briefs highlighting challenges, providing policy recommendations and outlining major cutting-edge trends in African development, and peace and security issues, especially within the climate change initiative; monitor major trade and development issues in the context of Africa; support the engagement of the Office with the Trade and Development Board of the United Nations Conference on Trade and Development (UNCTAD) and provide substantive support to the participation of the Special Adviser on Africa in the intergovernmental bodies of UNCTAD and the Trade and Development Board; provide substantive and logistical support to the preparation of the Africa-NEPAD Week on the margins of the General Assembly sessions; support the Chief of the Policy Analysis and Monitoring Unit in following up on the work of the Economic and Social Council and ensuring that Africa's priorities are taken into consideration; assist, in collaboration with the Office for Economic and Social Council Support and Coordination, in identifying Africa-specific themes for the general segment of the Council; and identify African experts for Africa-related panel discussions.

Associate Economic Affairs Officer (P-2)

9. The Associate Economic Affairs Officer (P-2) would support the follow-up and implementation of the outcomes of the United Nations Conference on Sustainable Development; compile and collate accurate and reliable data for the United Nations monitoring mechanism; develop a comprehensive database of all sectors to be covered by the United Nations monitoring mechanism and update the database on a regular basis; prepare statistical annexes for the reports; monitor the implementation of commitments made towards Africa's development; and liaise with relevant international and regional organizations to validate the accuracy of data.

Senior Staff Assistant (General Service (Principal level))

10. The Senior Staff Assistant (General Service (Principal level)) would provide substantive support in managing the priorities, schedules, communications and workflow of the Special Adviser on Africa; coordinate and monitor activities and work processes; serve as a communications link between supervisors and senior staff; respond, or draft responses, to correspondence and communications; oversee the work of support staff and train them; organize official receptions and meetings; and exercise quality control functions for all outgoing documents.

Annex III

Estimated requirements for stakeholder consultation meetings

Stakeholder	*Number of experts participating*	*Duration (days)*	*Venue*	*(United States dollars)*			
				Airfare	*Daily subsistence allowance*	*Terminal payments*	*Total*
Regional and international organizations	18	3	New York	56 000	20 412	3 636	80 048
Traditional development partners	16	3	Paris	48 000	18 288	1 216	67 504
African countries	15	3	Addis Ababa	45 000	14 715	1 140	60 855
New emerging partners	15	3	Doha	45 000	18 405	1 140	64 545
Civil society organizations	15	3	New York	45 000	17 010	3 030	65 040
Total				**239 000**	**88 830**	**10 162**	**337 992**

Annex IV

Estimated requirements for travel of staff

Title of the meeting	*Days*	*Venue*	*Staff*	*Airfare*	*Daily subsistence allowance*	*Terminal*	*Total*
				(United States dollars)			
Forum on China-Africa Cooperation, July 2015	3	Beijing	3	27 570	2 502	606	30 678
Africa-South America Summit, June 2015	3	Rio de Janeiro, Brazil	2	18 160	1 578	404	20 142
BRICS Summit, June 2014	3	Moscow	2	13 640	2 850	404	16 894
Turkey-Africa Cooperation Summit Ministerial Review, June 2014	3	Abuja	2	16 080	1 682	404	18 166
Turkey-Africa Cooperation Summit, December 2015	3	Istanbul, Turkey	2	15 620	1 800	404	17 824
WTO Ministerial Conference, October 2015	3	Hong Kong, China	3	31 350	3 537	606	35 493
WTO Global Aid for Trade Review, July 2015	3	Geneva	2	3 080	2 388	404	5 872
Republic of Korea-Africa Summit, October 2014	3	Seoul	2	22 040	2 466	404	24 910
World Bank Group/IMF annual meeting, April 2014	5	Washington, D.C.	2	1 700	3 630	404	5 734
World Bank Group/IMF annual meeting, April 2015	5	Washington, D.C.	2	1 700	3 630	404	5 734
African Development Bank, May 2014	4	Johannesburg, South Africa	3	35 670	3 156	606	39 432
African Development Bank, May 2015	4	Johannesburg, South Africa	3	35 670	3 156	606	39 432
UNCTAD Trade and Development Board, September 2014	5	Geneva	2	3 080	3 980	404	7 464
UNCTAD Trade and Development Board, September 2015	5	Geneva	2	3 080	3 980	404	7 464
Africa-Arab Summit	5	Kuwait City	2	16 000	1 914	404	18 318
Total				**244 440**	**42 249**	**6 868**	**293 557**

Abbreviations: BRICS, Brazil, Russian Federation, India, China and South Africa; IMF, International Monetary Fund; UNCTAD, United Nations Conference on Trade and Development; WTO, World Trade Organization.